CORE
Metadata, citation and similar papers at core.ac.uk
Provided by Queensland University of Technology ePrints Archive

QUT Digital Repository:
http://eprints.qut.edu.au/

This is the submitted version of this conference paper:

Syed Abdul Karim , Syed Ahmad Qusoiri and Trigunarsyah, Bambang and Wong, Johnny (2010) *The significance of owner participation in a successful detached housing development in Malaysia : a literature review.* In: 2010 International Conference On Construction & Real Estate Management, 1-3 December 2010, Royal on the Park Hotel, Brisbane, Queensland. (In Press)
© Copyright 2010 China Architecture & Building Press

© Copyright 2010 China Architecture & Building Press

THE SIGNIFICANCE OF OWNER PARTICIPATION IN A SUCCESSFUL DETACHED HOUSING DEVELOPMENT IN MALAYSIA: A LITERATURE REVIEW

Syed Abdul Karim Syed Ahmad Qusoiri[1], Trigunarsyah Bambang[2] and Wong Johnny[3]

Abstract: The detached housing scheme is a unique and exclusive segment of the residential property market in Malaysia. Generally, the product is expensive and for many Malaysians who can afford them, owning a detached house is a once in a lifetime opportunity. In spite of this, most of the owners fail to fully comprehend the specific need of this type of housing scheme, increasing the risk of it being a problematic project. Unlike other types of pre-designed 'mass housing' schemes, the detached housing scheme may be built specifically to cater the needs and demands of its owner. Therefore, maximum owner participation is vital as the development progresses to guarantee the success of the project. In addition, due to it's unique design the house would have to individually comply with the requirements and regulations of relevant authorities. Failure of owner to recognise this will result in delays, fines and penalties, disputes and ultimately cost overruns. These circumstances highlight the need for a model to guide the owner through the entire development process of a detached house. Therefore, this research aims to develop a model for a successful detached housing development in Malaysia through maximising owner participation during it's various development stages. To achieve this, questionnaire surveys and case studies methods shall be employed to acquire the detached housing owners' experiences in developing their detached houses in Malaysia. Relevant statistical tools shall be applied to analyse the responses. The results gained from this study shall be synthesised into a model of successful detached housing development for the reference of future detached housing owners in Malaysia.

Key words: Housing Development, Success Factors, Owner Participation, Detached Housing, Malaysia.

1. INTRODUCTION

The growing prosperity amongst developing countries such as Malaysia had given more choices to its populace. Given that the country's economy is growing at an average rate of 7% per annum, the purchasing power of Malaysians are expected to rise with an anticipated increase in the level of income per capita from RM6,099 in 1990 to RM14,788 in 2000 and projected to reach RM25,000 in the year 2020. With rising income and reduced poverty conditions, the consumption pattern is expected to change. A substantial proportion of Malaysian society will become more affluent and will be able to acquire quality houses with improved physical and social facilities (MHLG, 1999).

In this situation, the opportunity of owning a more exclusive housing provision is opening up to many Malaysians. One of the most exclusive housing schemes available is the detached housing scheme. Between 2005 to 2009, the rank of detached housing in terms of supply has dropped from fourth to sixth. However, in terms of its median price the detached housing scheme had lingered between the second to fourth highest compared to other available housing scheme in Malaysia between 2005 to 2009 (VPSD, 2005 - 2009).

Being one of the medium to high cost housing development scheme, it is typical that this sector of the housing market is dominated by the private sector (EPU, 2006). Compared to the housing scheme that is monitored by the Government, the detached housing scheme is lacking in terms of policy especially in obligating owner participation during suitable developmental stages to ensure that the development would be a successful undertaking.

With the owner's participation, a better end product, one which reflects the needs and aspirations of the residents better than the designer could by working on his own (Johnson, 1979). However, the interaction doesn't have to be limited to design stage but could also involve other aspects of the development such as contractual procedure, construction supervision, warranties and by-laws requirements.

This paper shall attempt to address these issues through four sections of literature. Section 2 shall focus on the unique classification of detached housing. This shall be followed by section 3 which investigates of the development trend of detached housing scheme in Malaysia. The success factors of detached housing development projects shall be discussed in section 4. Before concluding, section 5 identifies the importance of owner participation in development projects.

2. THE DETACHED HOUSING SCHEME

There are many classifications of houses. One way of classifying houses is by the design and quantity of the build. Typically, mass housing are built with a predetermined design and built in great numbers to accommodate the housing needs of the majority. Ahadzie et. al (2008) defines Mass House Building Projects as "the design and construction of speculative standardised house-units usually in the same location and executed within the same project scheme". These may include apartments, flats, condominiums, terrace houses, townhouses, row houses, cluster houses and semi-detached houses. In the other hand, the characteristics of a custom home are totally opposite to those of a ready-built home. A good example is the detached housing scheme may be custom-built which correspond exactly to the owner's housing requirements

1. PhD Candidate, School of Urban Development, Faculty of Built Environment and Engineering, Queensland University of Technology, 2 George St, Brisbane QLD 4001, Australia. (Corresponding Author), PH (61) 07-31389946 Email: syed.syedabdulkarim@student.qut.edu.au
2. Associate Professor, School of Urban Development, Faculty of Built Environment and Engineering, Queensland University of Technology, 2 George St, Brisbane QLD 4001, Australia.
3. Senior Lecturer, School of Urban Development, Faculty of Built Environment and Engineering, Queensland University of Technology, 2 George St, Brisbane QLD 4001, Australia.

(Noguchi & Hernàndez-Velasco, 2005). They are known as bungalows or the academic term 'detached houses'.

Typically, there are a number of detached housing classifications. The Northern California Land Trust (NCLT) identifies them as a single family home which are considered as the most lavish types of house available due to its high development cost. Those who purchase single family homes which are developed by NCLT are usually those who earn 60% to 80% more than the area's median income (NCLT, 2009).

The detached housing scheme is also considered as the top rung of the housing ladder for households in Denmark. Regarded as the most ideal form of housing about 40% of the 2.4 million Danish housing units are detached single-family houses, and about 90% of these are owner-occupied (Vestergaard, 2006).

Noguchi and Hernàndez-Velasco (2005) categorised homes (houses) according to its customability. Referring to Figure 1, a detached house is likely to be built as one-of-a-kind (or custom) homes which correspond exactly to individual housing requirements. The level of standardisation in can be considered as very low. Therefore, custom-built homes typically take the longest to complete.

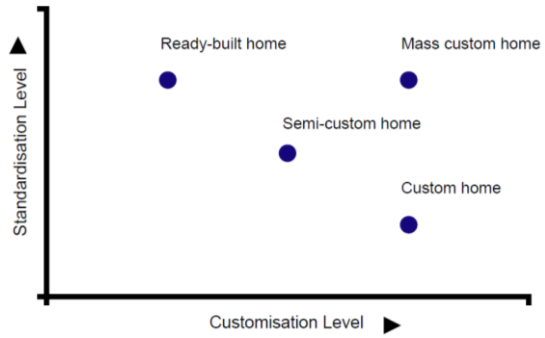

Figure 1: Standardisation - customisation relationship compared by housing type (Noguchi & Hernàndez-Velasco, 2005)

Detached housing is considered by many as pinnacle of housing. The popularity is naturally stimulated by social trends such as increasing prosperity and individualisation, it is a response to the failure of mass housing to meet many of the needs and preferences of its occupants (Tisma, Bijlsma & Dammers, 2007). Even though the number of detached housing schemes may not be as much as other mass housing schemes, the sheer value of this housing market and its increasing popularity makes it a significant segment of the general housing market (Vestergaard, 2006).

Nevertheless, the popularity of detached-housing schemes is directly dependent on a nation's the economic prosperity and political stability. For example, Denmark has a dual housing market, one for rented housing (mainly flats) and one for owner-occupied housing (mainly single-family detached houses). The division of work between the two markets has been as follows; when the economy is in high gear, owner-occupied housing goes up and rented flats in social housing become vacant; when the economy is going down the reverse situation occurs (Vestergaard, 2006).

In Thailand, the political unrest and economic slowdown have significant negative effect towards the higher-end products of its real estate sector. In addition, the overstock of previous detached house results on the decrease in the overall launch of new detached house in the country (Marohabutr, 2008). Even in the capital city of Malaysia, the prices of luxury detached houses had fell by no less than 38% after the Asian Financial Crisis between 1997 and 1999 (GPG, 2010).

The emergence of new types of modern housing such as apartments and condominiums also gives a negative effect to the development of detached housing. Factors causing the shift of popularity from detached houses to condominiums include higher land price, rising inflation, increase of fuel price, traffic problems and improvement in mass transit network. People who need more convenience tend to purchase condominiums located along mass transit routes. Otherwise they have to bear higher cost of living and inconvenience if they opt for buying detached houses and townhouses located in the suburbs (Marohabutr, 2008).

Whatever the constraint is, detached houses continue to become a desirable residential option. A lot more households would like to occupy such properties if they did not have budget restrictions making it impossible. Vastergaad quoted Statens Byggeforskningsinstitut & Amternes og Kommunernes Forskningsinstitut (2001) on a representative survey of housing preferences. In 2001 it showed that 46% of all tenants wanted to move to an owner occupied house within five years. In a similar survey in 1986 the figure was 29%. Altogether more than 70% of Danes wanted to be or become owner-occupiers within five years in 2001.

In the overall picture, there shall be adequate demand for detached houses in the future. In the state of Virginia USA, The Loudoun County Department of Economic Development forecasts that starting from 2008 single-family detached units would still continue its growth (DED, 2000). Towards the end 2040, its growth is forecasted to ease off in many subareas, with some growth continuing in the planning subareas to the west of the county.

The demand of detached houses shall continue to grow in liaison with the economic prosperity of the world. Already numerous housing developers all over the world are announcing greater allocation for the development of detached houses for many years to come (DED, 2000; VPSD, 2005 - 2009).

3. DEVELOPMENT TREND OF DETACHED HOUSING SCHEME IN MALAYSIA: A PRELIMINARY ANALYSIS

The aim of this preliminary study is to determine the development trend of detached housing scheme in the Malaysian residential property market. For this study, statistical data from relevant authority had been acquired to observe the trend. Relevant statistical analysis had been used and the information derived from the exercise significantly highlights the standing of detached housing in the overall Malaysian residential real estate market.

The following analysis had been prepared from the data derived from the Residential Stock Property Report compiled by the Valuation and Property Services Department, Ministry of Finance Malaysia (VPSD, 2005 - 2009). The most recent report published by this department in its website at the time of this sub-chapter is being prepared is the Residential Stock Property Report (Third Quarter of 2009). However, this data set mostly consists of preliminary figures. To acquire the actual trend of the market, data from the previous quarter (Second Quarter of 2009) shall be utilised for the trend analysis in this sub-chapter.

There are numerous types of housing that are being offered in the Malaysian residential market. They include terrace houses

(single storey up to 3 storey high), semi-detached houses (single storey up to 3 storey high), detached houses, town houses, cluster houses, low cost houses, low cost flats, flats, service apartments and condominiums / apartments (VPSD, 2005 - 2009).

Referring on Figure 2, the rank of detached housing in terms of supply has dropped from fourth to sixth from 2005 to 2009 in spite of its marginal increase of supply. Overall, the most popular housing scheme built in this period was the terrace houses (rank 1 and 2) followed by the low cost housing schemes (rank 3) as well as the growing popularity of high rise residential schemes such as the low cost flat and condominiums / apartments. The sheer numbers of terrace and low cost houses makes it impossible for the exclusive detached houses to compete in terms of numbers. Interestingly in Figure 2, the numbers of high rise units such as flats, condominiums and apartments can be considered within the range with the numbers offered by the detached housing market. In contrast, semi-detached, cluster houses, service apartments and town houses were generally built in lesser numbers providing a marginal supply of accommodation for the same period (VPSD, 2005 - 2009).

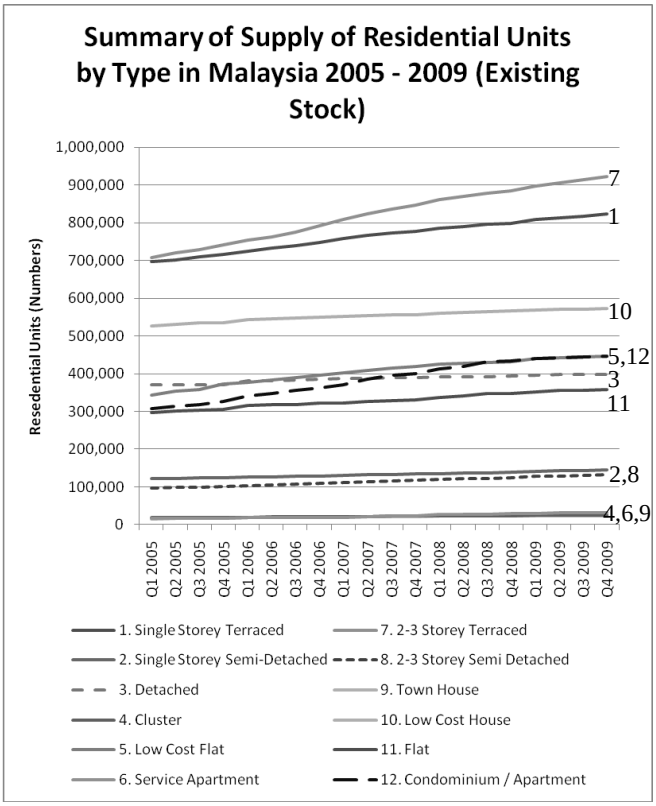

Figure 2: Supply Summary of Residential Units by Type in Malaysia 2005 – 2009 (Existing Stock) (VPSD, 2005 - 2009)

In terms of the price, the median price of detached houses is relatively high and its maximum price is normally the highest in the Malaysian residential property market. Based on the report published by the department, detached houses in Malaysia have the biggest range of price starting off at an affordable price of RM56,000 up to RM5.4 million; the highest residential unit price in Malaysia for quarter 2 2009. This is followed by the condominium / apartment market sector with the highest unit price at RM3.3 million and the 2 – 3 storey semi-detached at RM3.0 million. The median price of a detached house in Malaysia is the second highest after 2 – 3 storey semi-detached houses at RM250,000 each.

Comparing the gross sales value of each housing scheme in Malaysia it can be said that the highest is the 2-3 storey terraced houses (refer Figure 3). This is because of its relative high median price per unit and more importantly it has the biggest supply volume of all. The detached houses can be considered second at par with the single storey terraced houses and the condominiums / apartments.

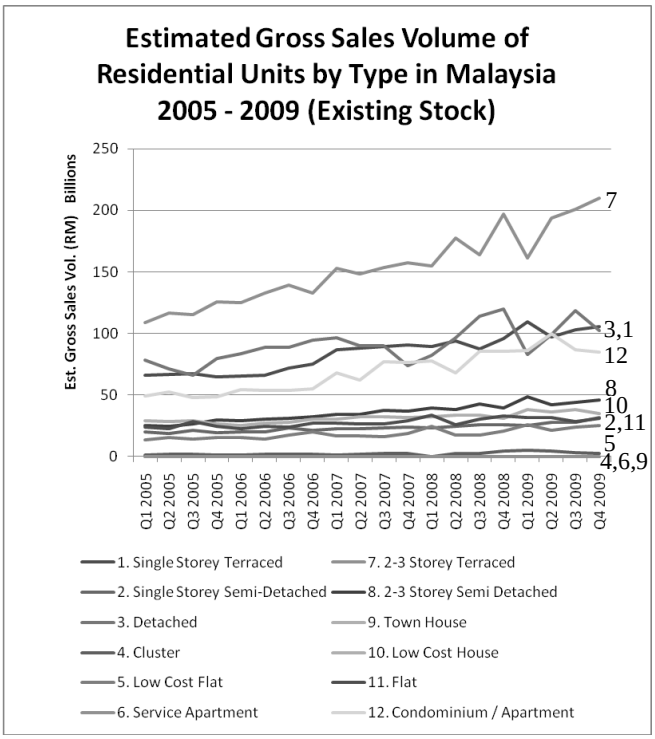

Figure 3: Estimated Gross Sales Value of Residential Units Supply in Malaysia 2005-2009 (VPSD, 2005 - 2009)

The supply of detached housing all over Malaysia between 2005 to 2009 was at just under 400,000 units. In terms of its distribution, this type of residential housing is popular in large states of Peninsular Malaysia. The states that have significant numbers of over 40,000 units of detached houses are the larger states of Peninsular Malaysia namely Johor, Pahang, Perak and Selangor. The combined supply of detached houses in these states totals up to 64% of the Malaysian detached housing supply on the second quarter of 2009.

For the future of detached housing scheme in Malaysia in terms of supply is somewhat predictable. The overall trend shows that the detached housing scheme shows just a marginal increase in terms of supply from 369,000 units in 2005 to 397,000 units by the end of 2009. Even though this makes the market share of the detached housing scheme continues to experience a slight decrease, this is due to the fact that other mass housing schemes are being developed at a frantic rate to cope with its ever increasing demand. In fact, in terms of numbers the development of detached houses continues to grow at a more steadily pace.

As a conclusion, the detached housing scheme remains one of the more 'exclusive' housing markets in Malaysia. This is since the supply of detached houses is regularly less than what are being offered as other 'mass housing' schemes such as the terraced houses, high rise residential units and low cost housing. It is more popular in the bigger states of Peninsular Malaysia due to the nature of detached houses that needs a bigger land plot than other housing schemes. In fact, the top 3 states that provide more than 57% of the nation's detached housing supply are the bigger developed states of Peninsular Malaysia.

4. SUCCESS FACTORS IN DETACHED HOUSING DEVELOPMENT PROJECTS

Time, cost and quality are the basic criteria to project success, and they are identified and discussed in almost every article on project success (Chan & Chan, 2004). They quoted Atkinson (1999) suggesting while other definitions on project management have been developed, the "iron triangle" is always included in the alternative definitions. This condition is present in identifying the determinants of success in Mass House Building Projects.

However, these seem to be conflicting goals running in three different directions (refer Figure 4). In the construction industry, 'cost' directly burns up the profit of a contractor, 'time' can be converted into costs by liquidated damages and time dependent preliminaries, while 'quality' alone does not, in the short term, represent cost to a contractor if the poor quality work slips through inspections unnoticed (Tam, Deng, Zeng & Ho, 2000). However Westerveld (2003) perceived complying project success with time, cost and quality constraints is a more 'narrow' view of the matter.

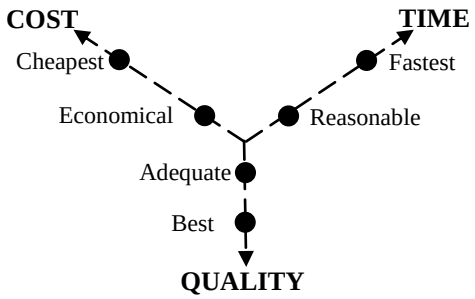

Figure 4: The eternal triangle between cost, time and quality (Tam et al., 2000) (reproduced from Kharbanda, Stallworthy & Williams (1987)).

According to Dictionary.com (2008), the word "criteria" is the plural of "criterion which means "A standard, rule, or test on which a judgment or decision can be based". The Concise English Dictionary (1990) defines criterion as "a principle or standard by which anything is or can be judged". Based on the definitions, there is an element of judgment which depends on the opinion (objectively or otherwise) of a party.

Ahadzie et. al (2008) had quoted Pinto & Slevin (1988) in describing 15 potential success criteria for Mass House Building Projects. This model is much more thorough in describing the specific criteria compared to the model by Kharbanda, Stallworthy & Williams (1987) which only focuses on the aspect of time, cost and quality. Other aspects of success factors such as technology transfer, risk, health and safety, environmental and customer satisfaction had been included in this model.

Al-Tmeemy, Abdul-Rahman and Harun (2010) had definined success criteria for building projects especially in Malaysia. This study had compiled Project Success Models from numerous authors and had come up with the model above. They've tested 13 success criteria and had only included 10 criteria in their proposed framework which includes adherence to quality targets, adherence to schedule, adherence to budget, customer satisfaction, functional requirements, technical specifications, revenue and profit, market share, reputation and competitive advantage.

The most elaborate compilation of critical success factors had been produced by Fortune & White (2006) who had compared them across 63 publications and grouped them 27 common themes. Even with this extensive compilation of data, the study's findings highlighted that there is a lot of overlap between sets but the factors selected for inclusion in individual lists vary to a considerable extent. This is due to the face that the 'success criteria' varies from one party to another according to their role and interest in a particular project.

It is important to put all these success factors in perspective. By assigning them into the developmental phase of a project, Lim & Mohamed (1999) had used Figure 5 to explain the macro viewpoint of project success, which is important to the owner and other parties of the project. The completion and satisfaction are the criteria determining project success. The two criteria are influenced by sets of success factors depending on the project phase.

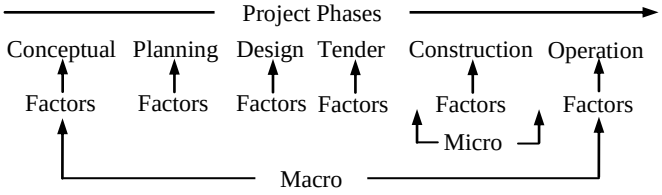

Figure 5: Building Blocks of Project Life Cycle (Lim & Mohamed, 1999).

In the overall scheme of things, what is truly relevant is not that the project eventually is finalised in time and according to the budget, but that the customer is satisfied with the overall experience of the company (Carù, Cova & Pace, 2004). This means addressing the importance placed on customer requirements and on meeting their needs. Also, the level of perceived success seems to be correlated to the level of the users' satisfaction level. The higher the level of user satisfaction, the higher the level of perceived success of the project (Lim & Mohamed, 1999). This is where the owner participation as the project progresses becomes vital part of the success criterion where only through total customer satisfaction; the project can be truly considered as successful.

In an extreme case, a landmark shopping development project in the capital city of Malaysia had taken 3 extra months and an extra RM46 million to be completed. The problem had become a contractual dispute between the developer and contractor who had suffered considerable losses. However, in the terms of the owner and users point of view, the development was a success due to its remarkable popularity amongst tenants and shoppers (Lim & Mohamed, 1999).

The ideal outcome of a successful project is a win-win situation for every parties involved in it. This rarely being the case, due to risks that may result in losses. In reality, the owner / developer and contractor would consider a project to be successful as long as their respective objective are being achieved (Lim & Mohamed, 1999).

5. THE IMPORTANCE OF OWNER PARTICIPATION IN DEVELOPMENT PROJECTS

Due to its nature of being more customisable than other types of housing, the development of detached houses demand more inputs from its owner. Even though some of the schemes have a predetermined design, the owner has a choice to modify its layout for example to suit their lifestyle.

The owner is considered as one of the key stakeholder in a construction project. The stakeholder can be defined as groups or individuals who are involved or affected, directly or indirectly, by a system or program (Atkinson, Waterhouse & Wells, 1997). This study shall only focus on the owner as the prime stakeholder in this type of project since their satisfaction on the project success matters (Carù et al., 2004).

Having the house owner participate in the development of its own housing project is not a new concept. In the 1970s, the concern with user participation and housing customization found favourable ground in Portugal. To cope with an increasing housing shortage the government launched a program named SAAL 2 which foresaw that teams of architects and engineers would work with households in the design and construction of their houses (Benros & Duarte, 2009).

Basically, the level of participation of a house owner in developing their house depends on a number of factors. According to Figure 6, an owner of a readily-built home would have far less chance of customising their home in the design phase than an owner of a fully custom home. This is done to keep the standardisation level high because the benefit of an identical designed housing scheme will keep its selling price low. In simple terms, customisation of houses tends to make its development cost and selling price higher (Noguchi & Hernàndez-Velasco, 2005).

Type of Home	Standardisation Level	Customisation Level
Ready-built	High	Low
Semi-custom	Medium	Medium
Custom	Low	High

Figure 6: The levels of standardisation and customisation compared by house type (Noguchi & Hernàndez-Velasco, 2005).

In post-tsunami Sri Lanka, the Government had launched TAFREN (Task Force for Rebuilding the Nation) with its aim to redevelop the affected areas. Agreed by the World Bank and major supporting donours in March 2005, there were 2 major programs executed for this redevelopment scheme.

The differences in organisation and constraints had significant impact on the productivity of the two programs:

- In quantitative terms, the Owner Driven Program (ODP) has been more productive than the Donour Assisted Program (DAP)
- The ODP had started much earlier than its counterpart
- The ODP had better completion rating than the DAP (at the time of the survey)
- The ODP-built houses can be occupied earlier than the DAP-built houses
- The DAP is less effective tool for redevelopment in sensitive conflict areas of Eastern Sri Lanka
- The smaller-scaled ODP development programs are able to achieve more than the larger-scale DAP development programs.

The findings clearly demonstrate that the Owner-driven Program in Sri Lanka (ODP) performed better than the Donour Assisted Program (DAP) on both quantitative and qualitative criteria (Lyons, 2009).

In regarding spatial systems, its literature consistently highlights the benefits of public participation, and indeed, the risks. Systems without a participatory component run the risk of becoming out of date and irrelevant to the ultimate stakeholders (the community), plus the end result is simply inadequately informed (Barton, Plume & Parolin, 2005).

Involvement the stakeholder, owner or even the entire community can be taken up a step higher in creating a development that is sustainable for the area. In contemporary sustainable planning and policy, the paradigm is that the community is at the center of the process and the stakeholders, including the community, are empowered to influence and share control over development initiatives, decisions, and the resources affecting them. Engaging stakeholders in environmentally responsible decision making is a key prerequisite for stakeholders to assume a greater role in the development process. A critical aspect in this process is to enable stakeholders to not only interpret and make decisions based on expert assessments, but also to appropriately involve the relevant parties in the assessment process (Thabrew, Wiek & Ries, 2009).

6. CONCLUSION

The detached housing scheme must be recognised as a unique housing segment with its own developmental needs and requirements. This condition requires the stakeholders (especially the design and construction team) to work closer with the primary stakeholder (owner) to ensure a successful delivery of the development project. By engaging the owner in a methodological manner during the development process, the risks of time extensions, cost overruns and sub-standard materials and workmanship could be minimised. The undertaking would not only benefit the owner but other stakeholders as well. At the same time the experience of getting directly involved with the development would deliver a great deal of satisfaction to the owner themselves.

This research approach consists of quantitative and qualitative survey methods. For the quantitative survey, a questionnaire survey shall be conducted through mail, webpage and face-to-face approach. The questionnaire shall be designed with the reference of previous study to capture the profile of the respondent, the participation of the owner in the development of the detached house and their perception of the success of their detached housing development process. After the questionnaire survey, selected respondents shall be interviewed for case study approach. A qualitative analysis shall be carried out to identify a relationship or pattern in the respondents' feedback and comparing them back to the questionnaire survey findings.

The target population is the Malaysian detached housing owners. Random sample shall be taken from 3 of the states which has the largest detached housing population in quarter 2 2009. The total of detached houses in these states, namely Johor (23%), Pahang (18%) and Perak (16%) makes up the majority (57%) of detached houses in Malaysia for quarter 2 2009 (VPSD, 2005 - 2009).

7. ACKNOWLEDGEMENTS

This research is funded by the Government of Malaysia through The Ministry of Higher Education and Universiti Teknologi MARA.

References

Ahadzie, D. K., Proverbs, D. G., & Olomolaiye, P. O. (2008). Critical success criteria for mass house building projects in developing countries. *International Journal of Project Management, 26*(6), 675-687.

Al-Tmeemy, S. M. H. M., Abdul-Rahman, H., & Harun, Z. (2010). Future criteria for success of building projects in Malaysia. *International Journal of Project Management, In Press, Corrected Proof*

Atkinson, A. A., Waterhouse, J. H., & Wells, R. B. (1997). A stake holder approach to strategic performance measurement. *Sloan Management Review, 38*(3), 25-37. Retrieved 11 May 2010

Atkinson, R. (1999). Project management: cost, time and quality, two best guesses and a phenomenon, its time to accept other success criteria. *International Journal of Project Management, 17*(6), 337-342.

Barton, J., Plume, J., & Parolin, B. (2005). Public participation in a spatial decision support system for public housing. *Computers, Environment and Urban Systems, 29*(6), 630-652. Retrieved 1 October 2009

Benros, D., & Duarte, J. P. (2009). An integrated system for providing mass customized housing. *Automation in Construction, 18*(3), 310-320.

Byggeforskningsinstitut, S., & Forskningsinstitut, A. o. K. (2001). The Danish Housing Market – Trends in Housing Supply and Housing Preferences (Det danske boligmarked - udvikling i boligforsyning og boligønsker). from http://www.sbi.dk/download/pdf/det_danske_boligmarked.pdf

Carù, A., Cova, B., & Pace, S. (2004). Project Success:: Lessons from the Andria Case. *European Management Journal, 22*(5), 532-545.

Chan, A. P. C., & Chan, A. P. L. (2004). Key performance indicators for measuring construction success. *Benchmarking, 11*(2), 203-221. Retrieved 7 June 2010, from ProQuest database.

DED (2000). *Single-Family Detached Housing Unit Trends by Planning Subarea*. Retrieved 22 September 2009, from http://biz.loudoun.gov/Portals/0/PDF/growth/growth_summary_2008/a4b.pdf

Dictionary.com (2008). *Risk Definition.* Retrieved July 2008, from http://dictionary.reference.com/browse/risk

EPU (2006). Ninth Malaysia Plan, 2006-2010. In P. M. s. D. Malaysia (Ed.) (pp. 559). Putrajaya: EPU.

Fortune, J., & White, D. (2006). Framing of project critical success factors by a systems model. *International Journal of Project Management, 24*(1), 53-65.

GPG (2010). *Rapid Recovery Expected For Malaysia's Real Estate Market.* Retrieved 30 April 2010, from http://www.nuwireinvestor.com/articles/rapid-recovery-expected-for-malaysias-real-estate-market-54652.aspx

Hayword, A. L., & Sparkes, J. J. (1990). *The Concise English Dictionary*: New Orchard.

Johnson, J. (1979). A plain man's guide to participation. *Design Studies, 1*(1), 27-30.

Kharbanda, O. P., Stallworthy, E. A., & Williams, L. F. (1987). *Project Cost Control in Action* (2nd ed.). Aldershot, Hants: Gower Technical Press.

Lim, C. S., & Mohamed, M. Z. (1999). Criteria of project success: an exploratory re-examination. *International Journal of Project Management, 17*(4), 243-248.

Lyons, M. (2009). Building Back Better: The Large-Scale Impact of Small-Scale Approaches to Reconstruction. *World Development, 37*(2), 385-398. Retrieved 1 October 2009

Marohabutr, T. (2008). Bangkok's Housing Market and Its Trend: A Slowdown from Recovery since 1997 Economic Crisis. *Housing Express*(September 2008), 9. Retrieved 22 September 2009

MHLG (1999). *Housing in the New Millennium - Malaysian Perspective.* Retrieved 10 March 2010, from http://ehome.kpkt.gov.my/ehome/profil/artikel3.cfm

NCLT (2009). *Housing Ladder: Types of Properties* Retrieved 6 September 2009, from http://www.nclt.org/index.php?option=com_content&task=view&id=43

Noguchi, M., & Hernàndez-Velasco, C. R. (2005). A `mass custom design' approach to upgrading conventional housing development in Mexico. *Habitat International, 29*(2), 325-336.

Pinto, J. K., & Slevin, D. P. (1988). Project success and definition and measurement techniques. *Project Management Journal, 19*(1), 67-71.

Tam, C. M., Deng, Z. M., Zeng, S. X., & Ho, C. S. (2000). Quest for continuous quality improvement for public housing construction in Hong Kong. *Construction Management & Economics, 18*(4), 437-446. Retrieved 5 October 2009

Thabrew, L., Wiek, A., & Ries, R. (2009). Environmental decision making in multi-stakeholder contexts: applicability of life cycle thinking in development planning and implementation. *Journal of Cleaner Production, 17*(1), 67-76.

Tisma, A., Bijlsma, L., & Dammers, E. (2007). Private initiatives in housing developments in The Netherlands and the role of directed urban design*43rd ISOCARP Congress 2007* (p. 7). Antwerp, Belgium. from http://www.china-up.com/international/case/case/1008.pdf

Vestergaard, H. (2006). Single-family detached housing - A branch of paradise or a problem? In J. Doling & E. Elsinga (Eds.), *Home ownership. Getting in, getting from, getting out. Part II.* (pp. 30). Hoersholm: Delft University Press. Retrieved 22 September 2009

VPSD (2005 - 2009). Quarterly Residential Property Stock Report. In M. o. F. M. Valuation and Property Services Department (Ed.). Putrajaya: Valuation and Property Services Department, Ministry of Finance, Malaysia.

Westerveld, E. (2003). The Project Excellence Model®: linking success criteria and critical success factors. *International Journal of Project Management, 21*(6), 411-418.